

BUREAU OF OCCUPATIONAL LICENSES
STRATEGIC PLAN FOR FISCAL YEARS 2008 - 2012
(updated)

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This document contains the Strategic Plan for the Bureau of Occupational Licenses. The Bureau was created within the Department of Self-Governing Agencies by section 67-2601, Idaho Code. The Bureau is currently empowered, by written agreement with twenty-two (21) regulatory licensing boards, one (1) regulatory registration board, as well as one (1) commission and by statute for one (1) regulatory registration entity, to provide administrative, investigative, legal, and fiscal regulatory services. All costs of operating the Bureau are paid from fees collected for such licenses, permits, registrations, and applications as required by those boards.

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MISSION STATEMENT

The Bureau of Occupational Licenses is empowered, by statute and/or written agreement, to provide administrative, legal, investigative, and fiscal services for professional and occupational licensing and registration boards and commissions. The furnishing of those services enables the boards and commissions to provide for the protection of the health, safety, and welfare of the general public by:

*Ensuring that those entering the practice of various professions and occupations meet minimum standards of competency by way of education, experience, and examination;

*Requiring that individuals practicing under these professions and occupations are licensed or registered as required by statute;

*Establishing standards of practice for those licensed or registered to practice;

*Enforcing the laws, codes, and standards governing the various professions and occupations in a fair and uniform manner; and

*Informing licensees, consumers, and the public in general of those laws and rules that govern the professions and occupations under the umbrella of the Bureau of Occupational Licenses.

VISION

To provide competent, courteous, and creative service to the boards and the public. We strive to exceed the expectations of those we serve.

KEY EXTERNAL FACTORS

Those boards and commissions that contract with the Bureau of Occupational Licenses for services are subject to economic changes, population trends, and other factors that directly effect entry into a particular profession. These trends influence the number of new applicants and the number of licenses renewed annually, which in turn, impacts the amount of revenue collected by a board or commission for its operations.

The structure of the Bureau helps protect the boards and commissions from economic swings by the sharing of resources. Each board is benefited through the sharing of office space, Bureau personnel, and other operating overhead. Utilizing a single Bureau fund allows the boards some latitude when unexpected cash shortages occur from legal expenses, renewal downturns, etc.

With the addition of six (6) boards and one commission since 2004 the number of licensees and complaints administered by IBOL have more than doubled. Idaho is also experiencing an increase in population, these additional licensees and complaints have placed steadily increasing workloads on Bureau staff and facilities. The increased workload has only recently been accompanied by increases in resources. In 1998, a business manager and two additional investigators were added to the Bureau staff. In 2005, the personnel organizational structure for the Bureau was redesigned and additional staff were added, resulting in staff configuration of one (1) Bureau Chief, one (1) Administrative Support Manager, one (1) Business Operations Specialist, one (1) management assistant, one (1) administrative assistant, eight (8) technical records specialists, one (1) customer service representative, one (1) office specialist, one financial specialist and one financial support technician. The IBOL Investigative Unit consists of one (1) supervising investigator, an appeals hearing technician, and eight (8) field investigators. In 2007, the legislature approved two (2) additional Office Specialist II's and two (2) additional investigators. These additional positions now bring the total number of staff for the Bureau of Occupational Licenses to thirty-one (31).

The need to keep abreast of technological advances, together with additional boards, commissions, and license categories, continue to burden the existing staff. Though the recent implementation of a redesigned license database has increased productivity and helped to cut costs for the boards, the additional staff will help the Bureau meet increasing demands.

Each board and commission is also subject to changes in the laws and rules that govern the professions. The constant changes in board appointees also requires flexibility on the part of the Bureau staff to react to educational needs and changes in board philosophy and direction. With the increase in resources, these collective changes provide the Bureau the opportunity to improve and enhance our services to meet changing needs.

GOAL I. TO PROVIDE CONTINUED IMPROVEMENT IN THE SERVICE PROVIDED TO THE BOARDS.

Objective 1.1

Provide training and materials to improve the knowledge and effectiveness of Board members.

Action:

Deliver, by electronic mail, Board Member Orientation Packet and Board Training Manual to each new Board member within 30 days of appointment. Review and update packet and manual annually. Much of this information is now available on the IBOL web site, and a link address will be included in the Board Member Orientation Packet.

Performance Measure:

Obtain, and maintain on file, a "Notice of Receipt" from each new Board member at board meeting following delivery.

Action:

Schedule, send notices and provide training sessions to all new board members within 12 months of appointment. Notify members of Governor's training sessions for new members. Notify members of on-line training opportunities with nationally recognized programs. Provide specific IBOL topic training at board meetings.

Performance Measure:

Document attendance.

Objective 1.2

Provide board members with clear, concise, and accurate information and notifications.

Action:

Monitor remarks on Board Minutes Transmittal form as received. Acknowledge receipt of board requests and route board requests to appropriate person. Respond with either the requested information, a progress report, or by placing the matter on the agenda for the next board meeting and advising involved parties within 48 hours.

Performance Measure:

Document requests, responses, and subsequent comments received regarding services provided.

Action:

Distribute the Budget Needs Request form annually to each board, to identify future financial, material, and service needs.

Performance Measure:

Future needs are recorded and reviewed by the appropriate personnel semi-annually for incorporation into the Bureau's annual budgetary planning and development process.

Action:

Insure two-week notification of meeting agendas, financial reports, and distribution of minutes, and provide for necessary meeting arrangements. Provide space on the Board Minutes Transmittal form for the board's critique of arrangements, and review as received. E-mail and web site application has been implemented for most boards.

Performance Measure:

Agendas, financial reports, and minutes are distributed by e-mail and web site as scheduled. Document responses and comments regarding service provided. Promptly review and initiate appropriate suggestions.

Objective 1.3

Improve those services necessary to support and insure the adoption, compliance and enforcement of licensure laws and rules.

Action:

Maintain "proposed law & rules" files for each board and review annually. Discuss proposals and recommendations with appropriate boards.

Performance Measure:

Proposed law & rules files to be current and available on the web site for review.

Action:

Maintain an updated computerized complaint documentation and status system. Continue a regular screening process to insure appropriate action for new and active complaints.

Performance Measure:

Complaint status and investigative activity reports are available within eight hours.

Outcome: Board members are effectively oriented and educated in their responsibilities, enabling them to accomplish their mandate. Board members receive appropriate information about Bureau operation and services, enabling knowledgeable and productive communication between board members and staff. Regular opportunities for input from board members allow Bureau to adjust services to needs.

GOAL II. TO ENHANCE THE LEVEL OF EMPLOYEE SATISFACTION AND EFFECTIVENESS.

Objective 2.1

Provide staff with continuing educational training opportunities.

Action:

Encourage continued education through annual evaluations. Supervisor and staff members determine the appropriate training based on evaluation input and Bureau goals.

Performance Measure;

Certificates of attendance reviewed and placed in personnel files.

Objective 2.2

Provide staff with equipment compatible with current technological applications and capabilities.

Action:

Annually review and revise Bureau's 5-year plan to update and/or acquire computer and communication equipment that employs and allows access to current technology.

Performance Measure:

Bureau budget shows adequate appropriation to provide for necessary upgrades. Increased staff productivity and performance.

Objective 2.3

Continue to improve communication and information exchange between staff and supervisors.

Action:

Continue the "open-door" policy. Encourage the team philosophy through focus on the Bureau Mission and Vision. Confirm everyone's shared responsibility to the common goals of the Bureau and the resulting rewards of public service.

Performance Measure:

Maintain regular schedule of staff, secretarial, investigator, and supervisor meetings. Staff exhibits freedom to interact with each other, exchange ideas and observations, incorporate positive changes and adapt readily to changes.

Outcome: Employees are better equipped to perform their duties and adapt to changing needs and increasing loads. Employee turnover remains low and evaluations show continued improvement in abilities and performance. Employees gain support and encouragement from each other and through continued participation in shaping Bureau goals, resulting in greater satisfaction and loyalty. Increased confidence allows knowledgeable and productive communication between employees and those they serve.

GOAL III. TO PROVIDE EFFICIENT SERVICE, ON BEHALF OF THE BOARDS, TO THE PUBLIC.

Objective 3.1

Provide prompt and accurate information to public.

Action:

All requests routed to appropriate person. A response, in the form of either a progress report or the requested information, will be made within 48 hours or in accordance with appropriate laws. Send random service surveys to those requesting information.

Performance Measure:

Review survey responses and discuss any comments received regarding services at monthly staff meetings.

Action:

Newly adopted Laws, Rules and other determinations reviewed with and distributed to appropriate staff members 15 days prior to taking force.

Performance Measure:

Record and follow-up on reports of erroneous or confusing information as received.

Action:

Develop and maintain a Bureau Web site, with links to individual Board pages, which provides licensure information, forms, and links.

Performance Measure:

Review web page hits, board comments, and licensee and public feedback. Monitor incoming forms and comments.

Objective 3.2

Continue to improve the timely and competent manner in which all services are provided.

Action:

Maintain and update license database system to improve efficiency, maintenance, and accuracy of licensure information, reports, and the renewal process.

Performance Measure:

Information easily entered and accessible, necessary reports available, and renewal notices are prepared and processed in an efficient and timely manner.

Objective 3.3

Administer, proctor, and/or monitor examinations to insure security, and fair and impartial administration.

Action:

Update and provide, to appropriate persons, the proper procedures for examination security and administration.

Performance Measure:

Inventory, procedure, and instruction documents are reviewed with, and distributed to, assigned personnel with examination materials.

Action:

Assign appropriate investigator to monitor each examination to insure exam security and a fair and impartial exam administration.

Performance Measure:

Report of examination events reviewed and reports made to board at next scheduled meeting following each examination.

Outcome: Requests for information are routed to the appropriate person in a timely manner. The use of advanced technology and equipment helps to insure greater accuracy and speed in the receipt, production, and transmittal of information. Examination procedures are documented and followed, to help insure a secure, fair, and impartial examination for prospective licensees.